

6-30-2014

Educating Illinois Progress Report, Fiscal Year 2014

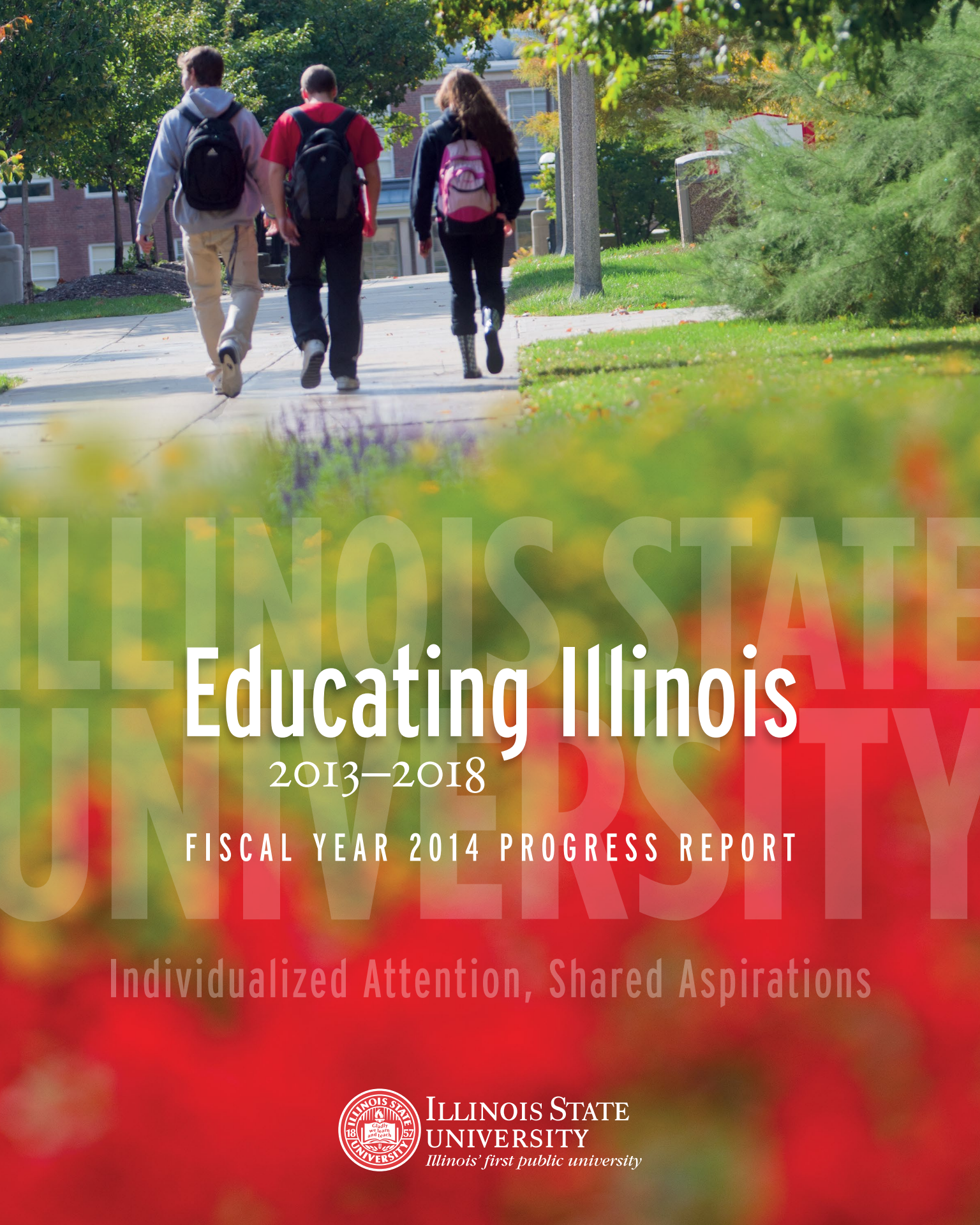
Illinois State University

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Educating Illinois

2013—2018

FISCAL YEAR 2014 PROGRESS REPORT

Individualized Attention, Shared Aspirations



ILLINOIS STATE
UNIVERSITY

Illinois' first public university

I am pleased to present

the *Educating Illinois Progress Report*, which features highlighted accomplishments from fiscal year 2014 on the goals and strategies articulated in *Educating Illinois 2013–2018: Individualized Attention, Shared Aspirations*.



The vast array of achievements in the report reflects the high-achieving and talented faculty, staff, and students at Illinois State University spanning across all divisions and colleges. Each success mirrors the core values that are what the University culture embodies—Pursuit of Learning and Scholarship, Individualized Attention, Diversity, Integrity, and Civic Engagement.

As fiscal year 2014 was Illinois State's first full year of *Educating Illinois 2013–2018* implementation, it is evident that the University is continuing to carry on its focus of providing a supportive and student-centered educational experience that includes rigorous, innovative, and high-impact undergraduate and graduate programs; myriad internal and external engagements; and enhanced institutional effectiveness.

For the progress we have made and will continue to make during the 2013–2018 time frame, I am thankful for the excellent efforts of the faculty, staff, and students who embody the institution's motto of "gladly we learn and teach."

Respectfully submitted on behalf of the ISU community,

A handwritten signature in black ink, reading "Larry H. Dietz". The signature is stylized and cursive.

Larry H. Dietz

President, *Illinois State University*



This report summarizes the University's progress and accomplishments in implementing its strategic plan, Educating Illinois 2013-2018: Individualized Attention, Shared Aspirations. While not an exhaustive list of activities, it provides an overview of initiatives from the first full year of the plan's implementation and shows positive gains since the inception of this iteration of Educating Illinois.

Highlights from 2013-2014

- Continued strength in recruiting and retaining high-achieving, diverse, and motivated students
- Graduation rates that continue to outperform the national average
- Record-breaking fundraising, with a fiscal year fundraising productivity total of more than \$19.5 million
- Significant progress toward the implementation of a new academic information environment through the LEAPForward project
- A steering committee representing more than 40 administrators and faculty members from all four University divisions, as well as contributions from units across the campus, completed the first draft of the University's request to the Higher Learning Commission (HLC) for reaccreditation
- Facility improvements including remodeling projects on the first floors of Hovey Hall and Edwards Hall that will be ready for occupancy in summer 2014, the initiation of planning for the new Fine Arts Complex, a new culinary laboratory in Turner Hall, phase I renovation to the Bone Student Center, and completion of the Hancock Stadium project

Looking Forward

- Completion of the final reaccreditation report to HLC and the peer-review team site visit scheduled for April 2015
- Activation and initial rollout of the new academic information environment (admissions, financial aid, records, student financials, and customer relations management) and business intelligence tool through the LEAPForward project
- Expansion of wireless Internet access throughout the campus
- Completion of the next University Information Technology Strategic Plan
- Continued expansion and implementation of the new International Strategic Plan and coordination of related initiatives
- Continued work on facilities enhancements, including the Fine Arts Complex, Bone Student Center, and Capen Auditorium

*In addition to the measures of progress included in this report, a set of performance measures, also known as indicators of success, for each goal and strategy in Educating Illinois 2013-2018 can be found at **IllinoisState.edu/EducatingIllinois**.*



GOAL

ONE

Provide a supportive and student-centered educational experience for high-achieving, diverse, and motivated students that promotes their success.

STRATEGY 1: *Recruit, enroll and retain high-achieving, diverse, and motivated students*

RECRUITMENT

Enrollment program

The Office of the Provost launched an enrollment incentive program and identified \$1 million to be distributed over a four year period to academic departments that meet enrollment targets.

Admissions initiatives

Efforts aimed at increasing interest, applications and enrollments of diverse students included more than 84 application workshops in schools with high populations of low-income students; development of a new virtual campus tour available in four languages; the You Can Do ISU and First Look visit programs for prospective and admitted students from low-income, first generation, and underrepresented student populations; the Admissions brochure in Spanish; and campus information sessions and tours in Spanish.

Additionally, an out-of-state recruitment plan included the launch of a dedicated website accessible from the Admissions homepage; calling all admitted students outside of Illinois who are eligible for in-state tuition; increasing high school visits and college fairs in contiguous states; creating a virtual tour email that went to all out-of-state students in the customer relationship database; and sending holiday greetings via email and video.

Hovey Hall remodeling

Remodeling of the first floor of Hovey Hall will be completed in summer 2014. The Office of Financial

Aid will relocate from Fell Hall to this newly remodeled area, putting the office in close proximity to the Office of Admissions on the second floor. The co-location of the two offices is designed to facilitate their work with prospective students and their families visiting the University.

ISU Access Grant Program

Since its inception in 2003, the ISU Access Grant Program has offered need-based grant aid to Illinois State students. The program has grown substantially, providing more than \$54 million to needy students over the past 11 years. In FY2014, an estimated \$11 million will be provided to 2,000 students. An additional \$1 million has been allocated to this program for FY2015.

RETENTION

Dean on Duty

This program provides an opportunity for students to speak with the Dean of Students or an associate Dean of Students regarding any problem or concern. Issues range from academic or university policy to family and medical problems. Since 2006, the program has assisted more than 1,800 students.

Foundations of Excellence

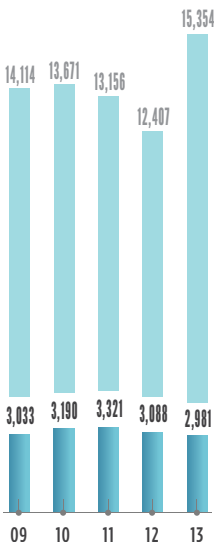
The Division of Student Affairs and the Office of the Provost undertook an externally guided self-study and improvement process of the first-year experience. The work was sponsored through the Gardner Institute for Excellence in Undergraduate Education. More than 25 recommendations and associated strategies were identified to enhance and improve the student experience. Recommendations were endorsed by the Provost and vice president for Academic Affairs and the vice president for Student Affairs. An implementation team will begin working on short-term and long-term recommendations that emerged from the process.

Diversity Coalitions

An initiative of the Association of Residence Halls, Diversity Coalitions promote cultural awareness and diversity through programming and encouraging unity among students and campus organizations. Hewett and Manchester halls, for example, provided a “Diverse Desserts” program for students to learn about languages and cultures represented on campus and beyond.

Diversity Advocacy

Campus advocacy efforts include culture and diversity education through a variety of events dedicated to underrepresented populations and current issues. Diversity Advocacy annually hosts a Black and Latino Male Summit to support and equip men of African American and Latino descent. Beyond raising awareness and creating a sense of camaraderie, the summit cultivates opportunities to build coalitions.



● FALL TERM APPLICATIONS
● FALL TERM ENROLLMENT

Veterans' outreach

Illinois State has once again been named a Military Friendly School by Victory Media. The 2014 Military Friendly Schools list honors the top 20 percent of colleges, universities and trade schools in the country that support veterans' educational pursuits. ISU had 419 veterans enrolled in the fall of 2013.

AVERAGE ACT SCORE OF FIRST-TIME-IN-COLLEGE (FTIC) STUDENTS



STRATEGY ②: *Strengthen the University's commitment to continuous improvement of educational effectiveness as reflected in student learning outcomes*

General Education assessment

Based on General Education Task Force recommendations, a revised General Education assessment program was initiated. Revisions resulted in the creation of faculty panels that correspond to General Education course categories and disciplines. Panel members reviewed program goals and curriculum mapping to those goals. They studied the Association of American Colleges and Universities' VALUE (Valid Assessment of Learning in Undergraduate Education) rubrics to determine how they could be modified for use at Illinois State. Two pilot assessments were completed in spring 2014. The revised assessment program goes into effect in fall 2014.

Academic program assessment

The Office of the Provost moved from a cyclical review of academic program assessment plans to an annual review by the Assessment Advisory Council. An annual update process that provides feedback to the programs was developed. These updates address what the program has done well in terms of data collection, involving stakeholders, feedback mechanisms; how University Assessment Services can assist the program in its assessment efforts such as curriculum mapping, developing and/or administering online surveys, offering consultations; and any additional comments or concerns. The Assessment Advisory Council and University Assessment Services staff review the annual updates and respond to each of the three items.

Drop-In writing center

Milner Library, in partnership with the Julia N. Visor Academic Center, created a drop-in writing center in the library to provide more on-site student support. In spring 2014, approximately 120 hours of tutoring were provided in the library during 138 student visits. This initiative has been one of the most successful in expanding tutoring outside of the Julia N. Visor Academic Center, with the center looking to add additional Milner hours in fall 2014.

STRATEGY ③: *Increase opportunities for students to engage in high-quality, high-impact educational experiences*

Research Symposium

The annual symposium encourages work across disciplines and focuses on communicating research to the general public. More than 460 students participated in the most recent event, which was the first year in which the work of graduate and undergraduate students were presented at the same symposium.

Solar Car

Last June the ISU team took second place in the national Formula Sun Grand Prix in Austin, Texas, in a solar-powered vehicle it designed and built. The race is part of the American Solar Challenge, an annual competition to design, build and race solar powered cars.

Honors Program

A new international travel course opportunity allowed 17 Honors Program students to study in the city of Florence for a week during summer 2014. Students will subsequently be able to interpret experiences in their own city with a more internationalized perspective.

A promise kept

Illinois State's mission is clear. The University promotes the highest academic standards in teaching, scholarship, and public service within a supportive and diverse community. The pledge to provide motivated students opportunities to soar through an exceptional education is just one priority established in *Educating Illinois*.

Bianca Gerardi can testify that the promise is fulfilled.

A 2014 special education and Spanish graduate, Gerardi crossed the commencement stage with confidence and a competitive advantage as a result of her ISU experiences. One of the most fulfilling was the ISU Leads certificate program.

"It helped me branch out in civic engagement, expand my global perspective and find my leadership skills while still a student," Gerardi said. Beyond regular meetings and service projects, she appreciated the networking opportunities.

"The program connected me with a lot of other leaders. I was able to learn different types of leadership."

Gerardi didn't wait until after graduation to start honing her own leadership skills. She worked as a resident assistant for three years, receiving the University Housing Distinguished Service Award.

She also served as president of the Unlimited Dance Team, which captured the Small Registered Student Organization of the Year Award under her direction. A Student Wellness Ambassador and Braden Auditorium usher, Gerardi also devoted hours of her time to her passion of helping the disabled.

With plans to work in special education, she goes forward with gratitude for the Redbird experiences that allowed her to grow. "I've loved every minute of ISU," she said, knowing she is ready for the next adventure and challenge.

"I hope to get a classroom with students who will need me as much as I need them," Gerardi said. "I can and will use my experiences and knowledge to teach them and continue learning from them."



"I hope to get a classroom with students who will need me as much as I need them."

Alternative Breaks

Students involved with Alternative Breaks enact social change locally, nationally and globally by volunteering. They build housing for the homeless, feed hungry families, tutor young children and complete myriad community service activities. Opportunities expanded this past year to include a two-week trip to Ghana. Fifteen students and one staff member will volunteer during summer 2014 in a school and hospital to support current education and health initiatives, specifically providing resources and testing for HIV/AIDS.

ISU Leads

This program helps students personalize their college experience and develop as strong leaders and engaged citizens. The program incorporates curricular and co-curricular learning built on three pillars: civic engagement, global perspectives, and leadership. More than 250 students have participated in the program along with 81 faculty and staff who served as mentors. Fifty students completed at least one pillar and 20 finished the program by the end of the spring 2014 semester.



STRATEGY 4: *Identify steps that can be taken to shorten time to degree*

Summer session pilot incentive program

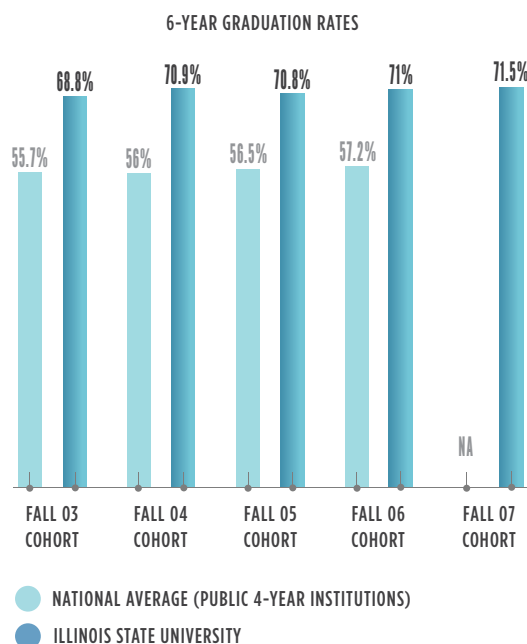
In summer 2014, a pilot program launched to encourage the development and offering of online courses for the summer session. The goal of the program is to increase the number of online and face-to-face summer courses. This program provided additional operating funds to departments and instituted extensive marketing efforts to promote the courses and the benefits of participating in summer session with regard to the effect on time to degree completion.

Graduation rates

Illinois State's graduation rate has climbed to 71.5 percent, which is the University's highest rate in recent history—up 2.7 percent in the last five years. ISU is in the top 10 percent of public and private universities nationwide. According to the U.S. Department of Education, the national average for public universities is 56 percent.

Student-athlete graduation rates

Illinois State's student-athlete graduation rates improved and remained above the NCAA national average, according to the Graduation Success Rate and Federal Graduation Rate reports released by the NCAA. Illinois State is at 84 percent, which exceeds the overall national Division I four-year average of 81 percent. Six teams with 100 percent graduation success rates were men's golf, men's tennis, women's basketball, women's golf, women's tennis and volleyball.



STRATEGY 5: *Provide integrated and holistic services that support students' individual needs*

HEALTH AND WELLNESS

Beware of Zombies

Health Promotion and Wellness launched the Beware of Zombies sleep campaign, urging students to watch sleep habits to improve their overall health and wellness. Zombie characters roamed the Quad, sharing tips to avoid sleep deprivation.

PAWSitively Stress Free

Health Promotion and Wellness initiated PAWSitively Stress Free events in conjunction with Milner Library during finals week. Certified therapy dogs were available to students at various times. The program helps lower students' stress levels, which are one of the top impediments to academic success.

Student counseling

Illinois State's Student Counseling Services has been named to the National Leader Board for implementation of the At-Risk (Kognito) program. Faculty, staff and students are trained on best practices in supporting students with psychological distress. ISU ranks third in Illinois colleges and universities for the number of people who have completed the training program.

Campus Recreation

Two recognitions were received in the past year. The Student Fitness Center was recognized as the sixth most impressive student recreation facility in the nation, according to BestValueSchools.com, and an Illinois State student was one of 12 students to receive a national award that recognizes academic and leadership success in campus recreation. In addition, the Student Fitness Center's Adventure Connection opened this past year. It provides students the opportunity to connect with others through outdoor recreation activities.



Leadership programming

Student Affairs provides opportunities for leadership development that enhances the student experience and enriches student lives. Programs include Camp Lead, the Leaders of Social Change trip, and LeaderShape. Each involves faculty, staff and students in civic engagement, community involvement, and social cause issues that provide unique experiences for approximately 150 students.

National Association of Student Personnel Administrators (NASPA) Undergraduate Fellows Program

This program is a semi-structured mentoring experience for undergraduate students wishing to explore the field of student affairs and/or graduate programs. Student Affairs has sponsored students to be a part of this program for the last five years, including two during the past year.

SENIOR STUDENT RATING*
OF SUPPORTIVE ENVIRONMENT
Compared to peer
group institutions

31.⁹
GREAT LAKES
PUBLIC

31.⁴
CARNEGIE CLASS

33
NSSE 2013

38.²
ILLINOIS STATE

**Rating consists of average aggregate score (out of 60.0) of questions categorized as "supportive environment" from the 2013 National Survey of Student Engagement (NSSE). See EducatingIllinois.IllinoisState.edu for the list of questions included in "supportive environment" category.*



Provide rigorous, innovative, and high-impact undergraduate and graduate programs that prepare students to excel in a globally competitive, culturally diverse, and changing environment.

STRATEGY 1: *Enhance and support rigorous and innovative undergraduate and graduate programs*

ACADEMIC PROGRAM INNOVATION INITIATIVES

Fine Arts complex

Program design for the state-funded Fine Arts Complex was completed in spring 2014. The design provides for improved safety and building-use efficiencies; and significant upgrades to teaching and learning spaces, including art studios and rehears-

al areas. The development of design documents is expected to begin in FY2015 once contracts with the architectural firm are completed by the state's Capital Development Board.

Studio TEaCH

The College of Education converted a traditional computer lab into Studio TEaCH, a flexible learning space that supports collaborative learning and students' explorations of innovative education technology. Students collaborate, share, and get hands-on experience with educational technology. Included are collaboration stations, a café lounge, and state-of-the-art educational technology. A program titled Appy Hour provides workshops on apps and programs that can be used to support classroom teaching.

Turner Hall culinary lab

Design on a state-of-the-art culinary laboratory for the food, nutrition and dietetic sequence is underway. Three rooms in Turner Hall will be renovated to create a commercial kitchen and a new laboratory space for culinary research. Completion is expected in time for instruction and research in fall 2015.

Global classroom

As President Larry Dietz has stated, “One of the guiding principles of the *Educating Illinois* strategic plan is to prepare students to be informed and engaged global citizens. An experience studying abroad is instrumental in this preparation.”

The University’s pledge to provide such opportunities to students is obvious, as more than 400 students go overseas to 60 countries each year. Efforts to expand student horizons continue as more program destinations are added. One of the most recent options added is Italy.

Over the past two years, almost 180 ISU students have studied in the European country. Courses are offered in Florence, Rome or Tuscania in conjunction with the Istituto Lorenzo de’ Medici.

“Studying abroad in Florence was the best experience of my life,” said public relations major Lauren Vahldick. Now back in Normal, she has enrolled in intermediate Italian.

Most students who participate in the program study Italian either before or after their semester abroad. All are amazed at the ease of the transition and the value in shifting to a global classroom. The cost is comparable to a semester on campus, but the experiences vastly differ.

For while ISU professors are highly qualified instructors who provide a diverse educational experience on campus, nothing can replace living and studying in a country that requires listening and speaking in a different language. Students gain confidence and fluency that cannot be obtained while on campus.

They also have a competitive advantage, as employers are eager to find talented young people who are comfortable in the global marketplace. It’s one of many benefits Vahldick appreciates.

“It was such an eye-opening experience, and I fell in love with everything about Italy,” she said. “I think everyone should study abroad.”



More than
400 students
go overseas
to 60 countries
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EXTERNAL VALIDATION OF ACADEMIC PROGRAM QUALITY

Rankings

Illinois State remained in the top 200 schools in the nation and moved up in the public university rankings reported in *U.S. News and World Report's America's Best Colleges*. The most recent edition ranks Illinois State 152nd overall (up from 156th) under the “Best National Universities,” and 81st among the public universities (up from 83rd).

Bloomberg Businessweek ranked the College of Business in the top 100 for the fifth consecutive year, 41st nationally among public universities and the second highest ranked public university in Illinois. The MBA program is in the top 10 MBA

schools in the “Best Administered MBA Programs” category of the 2014 edition of the Best 295 Business Schools, published by *Princeton Review*.

Washington Monthly's “2013 Best Bang for the Buck Rankings” placed Illinois State among the top 50 universities in the country (47th) and noted ISU’s graduation rate is far above the national average. The rankings also measure the balance between high academic standards with a commitment to research and service.

Specialized accreditations

Specialized accreditation is important to maintaining rigorous, relevant and current curricula. Fifty-four percent of the campus plans of study

that have specialized accreditation available as an option seek that external assessment. On a cyclical basis, plans of study undergo an extensive self-study process that requires review and analysis of program trend data and of curriculum against curricular standards established by the specialized accreditors. The high number of plans of study that voluntarily participate in this activity is a testament to the University's commitment to educational quality.

INTERNAL ACADEMIC PROGRAM EVALUATION

Academic program profiles

Phase one of the Academic Profiles Project was completed through the Office of the Provost in collaboration with Planning, Research, and Policy Analysis; and Analysis, Insight, and Management Information. This project produced a standard set of metrics related to undergraduate and graduate degree programs. The profiles provide annual data updates to the programs for use in ongoing assessment and planning.

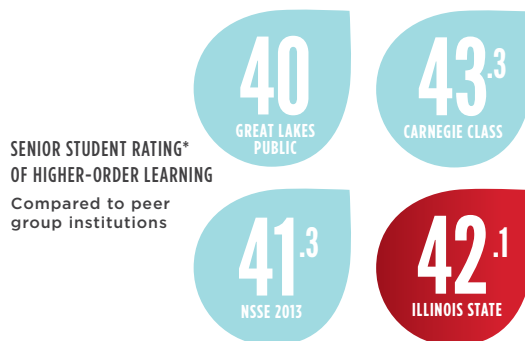
New academic program offerings

The IBHE approved the University's request to offer the B.S., B.S.Ed. in Elementary Education program (Bilingual/Bicultural Education sequence) off campus in the Elgin area. In addition, a number of curricular changes were made to programs during the year to remain current with changes in the disciplines and respond to student demand.

Milner Library

Illinois State students, faculty and staff can borrow a laptop computer from a new laptop machine for use in Milner Library. Laptops are available on a first-come/first-serve basis for up to three hours and may be used to connect to the campus wireless network or connect via wired ports on floors two and six. From January to April 2014, 12 laptops were checked out 2,705 times. An ILSTU

View Kiosk was also added through partnership between Milner Library and the American Democracy Project. The interactive system fosters civic engagement by giving faculty, staff and students a platform to share their views on local, national, and international issues.



**Rating consists of average aggregate score (out of 60.0) of questions categorized as "higher-order learning" from the 2013 National Survey of Student Engagement (NSSE). See EducatingIllinois.IllinoisState.edu for the list of questions included in "higher-order learning" category.*

GENERAL EDUCATION TASK FORCE RECOMMENDATIONS

Following Academic Senate approval of structural changes to the General Education program in spring 2013, a number of implementation activities occurred in the 2013-14 academic year. Catalog requirements were reframed, necessary modifications to the student information system were made, and course prerequisites were modified to reflect the revised structure that will become effective with the 2014-2016 undergraduate catalog. Some existing courses were realigned to match the revised categories, and new courses were added to the program. Faculty development workshops on general education content and pedagogies will launch summer 2014 through the Center for Teaching, Learning, and Technology.

STRATEGY ②: *Promote sustainable, mission-consistent growth in the research enterprise*

Scholarship of Teaching and Learning University Award

A faculty member became the first recipient of the Dr. John Chizmar and Dr. Anthony Ostrosky Scholarship of Teaching and Learning University Award that recognizes and encourages high quality and quantity of scholarship of teaching and learning.

U.S. Department of Education grant

The Center for the Study of Education Policy was awarded a five-year, \$4.6 million U.S. Department of Education School Leadership grant. The funding will help prepare individuals to meet state certification requirements to become principals or assistant principals. The grant also supports professional development programs for current principals and assistant principals.

National Institutes of Health cancer research grant

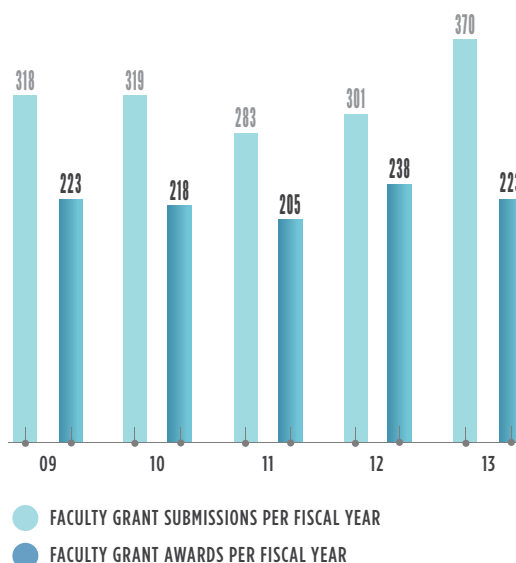
The School of Biological Sciences received a \$362,500 grant from the National Institutes of Health to continue to explore the link between genetics and cancer. Associate Professor of Biology Erik Larson and his students are examining certain human genes that are prone to damage and, as a result, are more likely to contribute to the development of cancerous tumors.

STRATEGY ③: *Recruit and retain high-quality, diverse faculty and staff*

New employee orientation

A cross-divisional team developed an orientation program for new ISU employees. The team created an agenda, orientation schedule, facilitators' plan, new employee checklists and other on-boarding improvements. The new program begins next year.

NUMBER OF FACULTY GRANT SUBMISSIONS AND AWARDS



Online training

Tenure-track faculty search committee training transitioned to an online platform this past academic year. Training provides information regarding practices that help develop rich applicant pools and effective hiring processes.

Student Affairs Group of Elders (SAGE)

Student Affairs plans for the needs of a diverse student and staff population by fostering an inclusive environment characterized by cultural understanding, ethical behavior and social justice. The Student Affairs Group of Elders (SAGE) is one example. Underrepresented senior and mid-level administrators in the division meet monthly to provide mentoring, professional development, and leadership through the lens of diversity.

Cultural competency training

The Student Affairs Diversity Council developed division-wide cultural competency expectations to support fostering an inclusive environment through cultural understanding, ethical behavior and social justice. A nationally renowned expert on cultural competency provided staff with tools to assist in developing the needed competencies, en-

suring members can recognize and respond to the evolving and diverse student population.

Health Promotion and Wellness initiatives

A health status survey was completed by Health Promotion and Wellness in December 2013. With the help of University Assessment Services, the department can track behavioral trends in health and wellness among faculty and staff. Data should be released by the beginning of the fall term, with results informing programs and services.

STRATEGY 4: *Strengthen the University's commitment to civic engagement*

NASPA recognition

Illinois State was named a Civic Learning and Democratic Engagement Leadership Institution by the National Association of Student Personnel Administrators for the second consecutive year. Only 50 colleges in the nation are so honored. The recognition is a result of ISU's commitment to developing partnerships with on- and off-campus constituents to influence students' ongoing commitment to civic learning and democratic engagement.

VOLUNTEER SERVICE

In the fall 2013 semester, 60,500 student, faculty and staff volunteer hours were documented as follows.

Tornado Relief

After Washington, Illinois, was hit by a tornado in November, numerous campus constituents offered assistance. The Department of Agriculture, Administrative Technologies, Intercollegiate Athletics, Leadership and Service, and the University Program Board (UPB) provided support. The largest student-led relief effort was a Stuff the Bus drive, spearheaded by UPB and Leadership and Service.

During finals week, at least 50 students traveled to Washington to help with cleanup. Four trips were organized by the Leadership and Service unit.

Athletes Give Back

In fall 2013, student-athletes volunteered 1,645 hours to community organizations. The Student-Athlete Advisory Council assisted with the Trick-or-Treat for Habitat event, and the soccer team collected T-shirts for the Philippines. A Water for Washington collection was held following the tornado. Athletics collected goods and raised funds to support community organizations through Play4Kay, the VS Cancer Foundation, and working with several nonprofit organizations such as Home Sweet Home Mission and the Baby Fold.

Fraternities and Sororities

Illinois State's fraternity and sorority members are heavily involved with March of Dimes, Relay for Life, Make-a-Wish, Ronald McDonald House Charities, the McLean County Humane Society, the local food bank and mentoring services. The Illinois State University Fraternity and Sorority Report revealed more than \$36,000 was raised for philanthropic causes during fall 2013.

STRATEGY 5: *Develop a university-wide plan that enhances globalization of the campus and the curriculum*

International Strategic Plan

A campus-wide committee formed in spring 2013 developed a strategic plan to internationalize the University. Continued expansion and implementation of the plan, and coordination of related initiatives, will continue in the next year.

Relevant research

Biology students at Illinois State not only envision a world without cancer, they are involved in research to reach that goal. Under the direction of Associate Professor of Biology Erik Larson, they are examining the link between genetics and cancer.

Students at all levels—from undergraduate to doctoral studies—contribute to Larson’s ongoing research, which has been funded by the National Institutes of Health. The government agency awarded a grant of \$362,500 to Larson and his team in 2014.

“My research team and I are excited to have been funded by the NIH because we can increase our research pace, with the ultimate goal of establishing a better understanding of genetic instability and cancer,” said Larson, who is leading students in the examination of certain human genes that are prone to damage.

“There is a normal process in all of our cells that protects against DNA alterations,” he said. “When that pathway is gone or disrupted, people are predisposed to getting certain types of cancer.”

Certain genes encode for signals that tell cells when to divide. When damaged they are called oncogenes, which signal cells to proliferate out of control. Cells continue dividing, resulting in tumors.

“Whether or not oncogenes are more unstable than other genes is hard to say, but when they are unstable, it causes a big problem. It causes cancer,” Larson said. He is researching how normal repair processes function with genetically unstable oncogenes to identify how cells repair damage in those specific gene regions.

“We have systems set up in the lab where we can test the instability of specific oncogenes,” he said. The team is working to identify how cells repair damage in those specific gene regions. “Very simply, understanding the shared characteristics of unstable oncogenes helps us understand why good genes sometimes turn bad.”

Larson and his team are checking to see if DNA repair efficiency is reduced by certain unstable sequences commonly found in oncogenes. “Doing that, we hope to figure out the molecular basis for oncogene instability. And that gives us a better understanding of how a wide range of unrelated cancers can develop from otherwise normal tissue.”



“Very simply, understanding the shared characteristics of unstable oncogenes helps us understand why good genes sometimes turn bad.”

Visiting Professor of Diplomacy

Alumnus Donald McHenry made a \$3 million gift to fund a visiting professor of diplomacy and international affairs. The position could be filled by a diplomat or high-ranking official in the legislative or executive branches of the federal government, a leader from an international/regional organization or a multinational corporation. Appointments will be up to two years.

Study Abroad initiative

Illinois State has joined the Institute of International Education (IIE) Generation Study Abroad initiative and is committed to doubling the number of undergraduates who study abroad over the next five years. More than 400 Illinois State students go abroad to 60 countries every year. Illinois State offers more than 90 programs through the University and several external organizations.



GOAL

THREE

Foster an engaged community and enhance the University's outreach and partnerships both internally and externally.

STRATEGY ①: *Enhance cross-divisional and cross-departmental collaboration*

Ewing Task Force

Members from several divisions formed the Ewing Task Force, which was created to assist the ISU Foundation Board in developing a long-term plan for the Ewing Cultural Center, a property held by the Illinois State University Foundation.

Teaching-Learning Communities

Organized by the Center for Teaching, Learning, and Technology (CTLT), Teaching-Learning Communities provide opportunities to engage within interdisciplinary groups and examine issues from

a number of perspectives. Approximately 200 participants from 38 academic departments participated in FY2014.

INTERDISCIPLINARY COLLABORATION

Psychology and biology joint faculty appointment

In 2013, the College of Arts and Sciences invited departments, schools, and programs to consider jointly recruiting tenure-track faculty. The first such recruitment was proposed jointly by the Department of Psychology and the School of Biological Sciences for a behavioral neuroscientist. A candidate was successfully recruited and began her primary appointment in psychology with teaching responsibilities in both psychology and biological sciences in fall 2014.

Arts Technology program

Traditional studies in art, music, and theatre and dance are blended with the study of digital technology in this program. The curriculum prepares students to be artists, designers and musicians who work across a range of digital media. Students take courses from the three traditional disciplines, as well as technology specific courses. Much of the

coursework consists of independent study, selected topics courses, and electives. This flexibility allows students to find and explore interdisciplinary connections.

Biomathematics program

Students complete a plan of study at the master's level in biology and mathematics through this program. The co-founding professors helped launch a national conference—Biomathematics and Ecology Education and Research Conference. They also began a new journal—*Letters in Biomathematics*.

STRATEGY ②: Increase pride, engagement, and sense of community among university stakeholders

FACILITIES IMPROVEMENTS

Hancock Stadium renovation

A \$27.6 million renovation of Hancock Stadium was completed in fall 2013. Work resulted in a new east-side grandstand, a modern press box and game day conveniences, new club box premier seating and outdoor terrace spaces, and aluminum bleacher seating with seat backs to accommodate approximately 5,000 spectators. The renovation to Hancock Stadium also provided an attractive campus entrance point and enhanced the Main Street corridor, which has been a priority for the Town of Normal.

Bone Student Center revitalization

Planning is underway on the first phase of a Bone Student Center revitalization project. Work involves relocating the catering kitchen, redesigning the loading dock, renovating the area vacated by the catering kitchen to provide a thoroughfare through the existing food court area, improving facility entrances, and creating space for a new welcome center and Campus Dining administration.

COMMUNICATION AND OUTREACH EFFORTS

Points of Pride webpage

An Illinois State Points of Pride (POP) webpage has been created by University Marketing and Communications (UMC) with Web and Interactive Communications. Pride points can be updated through UMC, which has contacted the deans to create a customized POP page for each college. Communications specialists from each area will work with UMC to keep their POP page updated. Student Affairs and Athletics are also creating individual POP pages.

Digital content

The University has developed a number of communication and outreach initiatives for stakeholders. A monthly alumni e-newsletter is sent out in various formats to differing alumni groups. The alumni and Homecoming websites—with 24,500 and 30,000 annual unique visitors respectively—provide information on alumni news and events. STATEside, which celebrated its first anniversary in August 2013, is the online complement to the alumni magazine. The website features new stories and multimedia content daily.

Social Media Strategic Plan

University Advancement created in summer 2013 a plan that manages ISU's social channels, including the ISU Facebook page, Twitter and Instagram. The Facebook page is the University's most popular social outlet. The ISU 365 project saw much success this past year. A photo was shared on the social media outlets each day in 2013, culminating in a compilation video that was emailed to alumni. The video garnered more than 4,100 views. The photos drew more than 15,800 likes on the Instagram account, which attracted 2,000 new followers during the yearlong project.

CONNECTING TO THE CAMPUS COMMUNITY

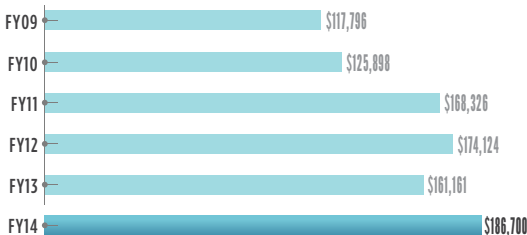
Redbird street signs

The idea of installing new street signs near prominent university gateways to campus was presented to the Normal City Council in summer 2013 by the Redbird Pride Committee, which is comprised of local business and community leaders and university staff. By September 2013, 181 red and white street signs with the Redbird head logo were installed.

Alumni Association 150th anniversary

Alumni, students, faculty and staff celebrated the 150th anniversary of the Alumni Association at Homecoming 2013. A custom website, online guidebook, video, and monograph were created to help alumni and friends mark the milestone.

ROYALTIES GENERATED THROUGH LICENSING OF ILLINOIS STATE TRADEMARKS

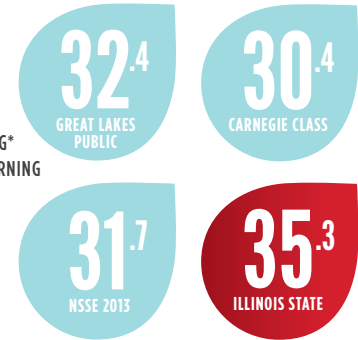


STRATEGY ③: Develop partnerships with business, educational, and government entities that provide learning, financial, and mutually-beneficial opportunities

Central Illinois Regional Broadband Network completion

A Limited Liability Company (LLC) was formed and assumed responsibility for administration of the Central Illinois Regional Broadband Network (CIRBN). The \$17.6 million, grant-funded project brought high-speed, low-cost Internet connectivity

SENIOR STUDENT RATING* OF COLLABORATIVE LEARNING
Compared to peer group institutions



**Rating consists of average aggregate score (out of 60.0) of questions categorized as “collaborative learning” from the 2013 National Survey of Student Engagement (NSSE). See EducatingIllinois.IllinoisState.edu for the list of questions included in “collaborative learning” category.*

to 19 Central Illinois communities in six counties. More than 100 partners representing education, public safety, healthcare, government, business, libraries, not-for-profits and service providers joined Illinois State in supporting the project.

America’s Promise Project

State Farm Insurance Companies Foundation’s gift of \$1.8 million to the America’s Promise Project resulted in a number of elementary and secondary education initiatives. The New Innovation for America’s Promise project in Mennonite College of Nursing, for example, creates partnerships between nursing faculty and students and community school leaders. MCN students, in collaboration with faculty and a primary care physician, provide school physicals. Undergraduate nursing students offer educational and mentoring programs focused on self-care, self-image, oral health, obesity prevention and healthy living.

Stevenson Center

Stevenson Center students always have an opportunity to connect with the community through research. This past year, students in the Community Project Design and Management course partnered

with the local United Way on its comprehensive community assessment by conducting part of the research for the project.

STRATEGY ④: *Advance the University's reputation through initiatives that promote the mission of the institution*

INTEGRATED COMMUNICATION PLANNING

Communication planning tool

To provide a more standardized, integrated approach to communication planning throughout the University, UMC created a communications plan questionnaire to help areas develop and refine their communication efforts. The planning tool was piloted in May 2014 through work with the George R. and Martha Means Center for Entrepreneurial Studies and Mennonite College of Nursing online program offerings.

Social media guidelines

UMC updated and published a social media guidelines document. It was introduced during an April seminar attended by 75 participants from across campus. Information was presented on emergency communications over social media. Instruction on the use of Facebook, Twitter, and other social media platforms to support university communications efforts was also shared.

Promote university achievements

A centralized source of content for the University, the Stories website showcases university constituents and their achievements. The project is a partnership with all divisions and colleges. The platform allows for sharing across mediums beyond the Stories website—search engines, RSS feeds for dynamically built internal and external websites (e.g. Google News), newsletters, mobile apps, and features with built-in social sharing tools that ensure content reaches a wide audience. The

Stories site is projected to finish FY2014 with more than 600,000 unique page views, nearly double the 317,000 tallied during the first year of FY2013. Throughout 2013 a new story was written each month to demonstrate how the campus was meeting the goals and employing the strategies within *Educating Illinois*. Video stories have been added.

CULTURAL RESOURCE

Cultural Dinner and Speaker Series

The University offers Cultural Dinners, coordinated through University Housing Services, that expose students to rich cultural diversity and expand their knowledge of the world. Students coordinating the event gain leadership experience. Members of the campus community also participate. Examples of recent speakers include Kal Penn (Indian Cultural Dinner), Don Lemon (Black History Month), and Rosario Dawson (Latino Culture).



University Galleries relocation

University Galleries is relocating to Uptown Station in Uptown Normal, with an expected opening in summer 2014. In addition to hosting large-scale exhibitions of work by artists from across the nation and abroad, the gallery will feature work by Illinois State students, faculty, and alumni of the School of Art.



GOAL

FOUR

Enhance institutional effectiveness by strengthening the organizational operation and enhancing resource development.

STRATEGY 1: *Review processes and practices to ensure efficiency and effectiveness in the University's operations*

BUSINESS PROCESS REVIEW AND IMPROVEMENTS

Procurement assessment

To identify ways to streamline the procurement process while maintaining a high level of compliance, the vice president for Finance and Planning contracted with an independent third party for review of procurement processing. Review of the consultants' recommendations is underway, with implementation in FY2015.

Online parking permits

An online system for purchasing parking permits and tailgating permits was launched by the Office of Parking and Transportation in cooperation with Administrative Technologies and Intercollegiate Athletics. The new system replaces manual, paper-intensive processes.

Environmental Health and Safety online training programs

Environmental Health and Safety (EHS) developed two online training programs available through Reggienet. Training in radiation safety awareness and for asbestos awareness can be done with assessment scores tracked, certificates of completion printed, and an automated confirmation email sent.

Compliance program

The University adopted a new program designed to improve coordination, dissemination and communication of compliance information. The program provides a mechanism for departments and units to receive assistance with compliance-related processes, training on compliance-related activities, and methods for reporting on compliance concerns.

STRATEGY ②: *Build a modern IT infrastructure that supports the achievement of the University's mission and goals*

Classroom technology

An initiative of the Office of the Provost to ensure a standard level of instructional technologies in classrooms continued in FY2014. Under the first phase of this program, new instructional technologies were installed in 79 classrooms.

LEAPForward

The LEAPForward project is a three- to five-year effort to create the next-generation academic information infrastructure. Project goals include replacing the aging student information system infrastructure and building a robust business intelligence environment for reporting and analysis. Illinois State will maintain a competitive advantage when the project is completed, as there will be information integration throughout campus; reduced duplication between departments; and efficient use by faculty, students, and staff.

STRATEGY ③: *Build a culture of philanthropy throughout the University community*

Sport Clubs development

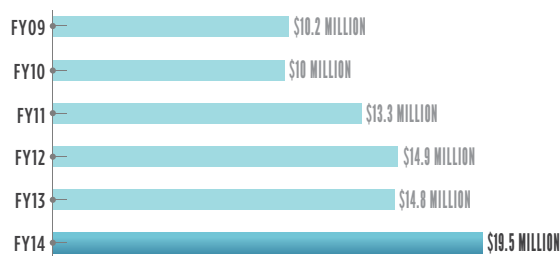
Campus Recreation is collaborating with Alumni Relations and the ISU Foundation to develop a Sport Clubs Alumni Network that will develop affinity and giving with this group of former students. The network will help graduates remain connected to Illinois State through a variety of events associated with their sport club and the University. There are 30 sport clubs, all established and run by students through Campus Recreation.



Fundraising activity

Fundraising efforts in FY2014 were very successful. As of June 2014, more than \$19.5 million had been raised, which is more than the total raised in FY2013. University Advancement Development staff secured a number of seven-figure planned gifts this year. The Senior Giving Campaign was modified to explain why alumni support is critical. As

FUNDRAISING REVENUE



a result, the University eclipsed 10 percent participation for the first time since the initiative began. A new vendor—RuffaloCODY—oversaw Telefund operations. The Telefund has been performing ahead of previous years in the number of donors and the overall total dollars pledged, and exceeding national benchmarks for upgraded pledges. Annual Giving has been more intentional in stating the impact of gifts, including a regular story in the alumni magazine, sharing student impact stories with donors, and regularly posting donor/recipient impact stories through STATESide. For a second year, a Loyalty Circle reception was held to show appreciation for continuous support.

STRATEGY ④: *Continue to promote university planning efforts and ensure all plans are integrated with Educating Illinois*

Master Plan 2010–2030

Implementation of the recommendations in *Master Plan 2010–2030: Looking to the Future* continued in FY2014. Beyond capital projects referenced earlier in the report, work progressed on the following:

The first floor of Edwards Hall is being renovated to provide office spaces for Mennonite College of Nursing faculty and staff. The project will allow faculty and staff to move from Uptown Crossing into Edwards Hall for fall 2014. An area for research also has been developed.

Renovation of locker rooms for the men’s basketball and the volleyball teams in Redbird Arena was completed, providing updated facilities. The Redbird Arena Legends Room was also renovated, providing more appropriate space for events hosted by Intercollegiate Athletics and for the Redbird Club.

A multi-phase project to renovate the Student Health Services (SHS) clinic, psychiatry, pharmacy, and administration was completed in summer 2013. The improvements increased the number of exam rooms and pharmacy size.

A bouldering wall was completed in the Student Fitness Center and an electrical distribution system was installed in Milner Library. Planning for renovation of Capen Auditorium was completed, with renovation set to begin in FY2015.

IT STRATEGIC PLAN

Work to update the University’s IT strategic plan has been initiated, with progress being made toward having the completed document in FY2015. The new plan will build on the successful outcomes

of the prior IT plan and set the strategic framework to position Illinois State to meet the information technology needs in the near future.

STRATEGY ⑤: *Promote a safe and environmentally sustainable campus*

SUSTAINABILITY INITIATIVES

Princeton Review

Illinois State was recognized in the *Princeton Review 2013 Guide to 322 Green Colleges*. The University was complimented for its continual commitment to sustainability and multiple initiatives across campus, from energy consumption reduction to alternative transportation options.

Composting carryout containers

Beginning in fall 2014, Campus Dining Services will be using compostable take-out containers made of sugarcane fiber instead of Styrofoam. On an average weekday, more than 11,000 meals are served in the University’s dining centers. One quarter of these are carried out. In fall 2013, a week-long pilot program ran in the west campus dining center to test the feasibility of composting the containers at the University Farm. More than 1,500 carryout containers were run through a bin grinder and added to the University’s compost.

Reggie Ride bike-share program

Students can take advantage of free daily bike rentals through the Reggie Ride program. All bikes are equipped with a lock and lights are available. Bikes can be checked-out with a Redbird Card in the Student Fitness Center and must be returned by the end of business hours. Reggie Ride is a collaborative effort of Campus Recreation Services and the Student Sustainability Committee.



Water refill stations

Water refill stations were installed throughout the Bone Student Center to promote the use of reusable bottles, while providing easily accessible filtered water. There are plans for additional campus stations in the future.

Tree Campus USA

For the sixth consecutive year, Illinois State earned designation as a Tree Campus USA. The national program honors colleges and universities for promoting healthy management of campus forests and engaging the community in environmental stewardship.

eRecycling

This program repurposes and reuses equipment rather than sending it to a landfill. All data is erased from computers and other electronic devices that may have data, then refurbished and offered back to campus at no cost. This process guarantees the system is functional and that university data is protected. Nearly 8,600 pounds of equipment have been diverted from the landfill for a savings of more than \$500,000.

SAFETY AND SECURITY

Emergency Operations Center

During large pre-planned incidents and emergencies, the University activates its Emergency Operations Center (EOC) and convenes the Emergency Management Team (EMT). Decision-making in

the early hours of an emergency is significantly enhanced when decision-makers are convened and reliable reports delivered to the EMT in a timely manner. Illinois State's EOC is specifically designed with these themes in mind, along with the resiliency to deliver communications to the University community in a timely manner. The University utilizes an off-campus, hosted application designed to support EOC operations, regardless of

ENERGY CONSUMPTION (BTUS) PER SQUARE FOOT



where its members reside. Partner agencies (Normal Police, Normal Fire, McLean County Emergency Management Agency) are able to participate in this application. The EOC is planned to be open in July 2014.

Electronic locks in residence halls

To ensure the safety and security of students in campus housing, an electronic door access system was installed in the residence halls. All residence hall exterior doors are locked 24 hours a day. Residents must swipe their Redbird ID card to gain hall access.

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